

Comptroller of the Commonwealth

Commonwealth of Massachusetts



**STRATEGIC PLAN-IN-BRIEF
2013-2015**

Martin J. Benison | Comptroller

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MESSAGE FROM THE COMPTROLLER

In my career, I have committed myself to government service, and I am honored to have been appointed by three Governors to serve the Commonwealth as its Comptroller. Since taking office in 1999, I have focused on using sound management tools like operational benchmarking analysis and disciplined risk assessments to improve Commonwealth financial operations.

In the past, my office has used a planning process to develop, prioritize and track goals and projects to achieve those goals. We are excited about the Performance Management approach to government reform.

In a time of skepticism of government, I hope this effort, along with transparency efforts like publishing Commonwealth payments online in real time (Open Checkbook), will provide citizens greater

insight into the workings of Massachusetts' government.

I am proud of the team at the Comptroller's Office. This is a team of highly skilled and dedicated individuals. After reviewing this document I hope you will conclude, like I have, their dedication to the Commonwealth and all they have accomplished serve the Commonwealth well.

Martin J. Benison
Comptroller of the Commonwealth

This document was developed pursuant to Executive Order 540 which calls on state government to develop and publish strategic plans and institute performance management. While the Office of the Comptroller is an independent agency within the executive branch, it coordinates many of its' operational activities with the Executive Office of Administration and Finance (A&F) and a number of its' agencies. Accordingly, this strategic plan aligns with the overarching goals set forth in the ANF Strategic Plan.

**Please send feedback
regarding this plan to:
comptroller.info@state.ma.us**

MISSION, VISION AND POLICY CONTEXT

OVERVIEW

The Office of the Comptroller (CTR) is an independent agency within the Executive Branch. The Comptroller works with Commonwealth fiscal officers in more than 150 departments to ensure the integrity, accountability and efficiency of the Commonwealth's fiscal operations. The Office communicates accurate and timely financial information to decision makers within the Executive, Legislative and Judicial Branches, the financial community, as well as the general public. The Office provides leadership and professional guidance in areas of fiscal policy within the Commonwealth and nationally.

The Offices' day-to-day activities, as well as long-term initiatives, are closely coordinated with other central service agencies, cabinet secretariats and constitutional offices. These activities include: payables management (vendor registration, contracts, payments and tax withholding and reporting); accounting and report management for all

Commonwealth assets, liabilities, revenues and expenditures; communication, training, and quality assurance for Commonwealth fiscal officers and users of the financial management system; receivable management (automated billing and settlement, debt collection, intercept, revenue maximization and optimization); as well as payroll management for Commonwealth employees (including payroll deductions).

To maximize both efficiency and accountability, the Comptroller has focused on using risk-based assessments to target resources to mitigate risks while maximizing efficiency. In this model, the Office pre-audits high-risk transactions. The Office delegates lower risk transactions to departments. In addition, the Comptroller has deployed resources from pre-audit responsibilities into an internal audit group that uses data analytics to identify data anomalies

MISSION

To increase the efficiency of back office operations across state government, thereby enhancing its delivery of services while ensuring a high level of accountability throughout the Commonwealth's financial operations and providing taxpayers assurance that tax dollars are spent for their intended purposes.

VISION

A Commonwealth that is trusted by its citizens as a steward of their tax dollars and an Office of the Comptroller that works in partnership with other Commonwealth agencies and the Legislature toward an efficient, accountable and continuously improving financial system.

or risk transactions and also selects transactions for post-audit reviews.

The Office includes eight business units. These units are managed by three deputy comptrollers as well as an internal administrative unit and an internal operations unit.

- **Quality Assurance:** Supports the risk-based assessment model which allows the Comptroller to delegate to departments the approval of low risk transactions. Conduct quality assurance reviews of state agencies as well as the Office of the Comptroller. Oversee internal control policies and department compliance with these policies and coordinates the statewide single audit.
- **Financial Reporting and Analysis:** Responsible for all financial reporting and analysis, including interpretation of Generally Accepted Accounting Principles (GAAP).
- **Customer Service:** Provides support/training for state employees,

payroll procedures, internal controls and technical assistance with accounting and payroll transactions.

- **Accounts Payable:** Responsible for the management and maintenance of the Commonwealth Vendor/Customer Table, the Tax Clearinghouse for all tax reporting and withholding issues, including tax income reportable to the Internal Revenue Service, Social Security Administration and the Massachusetts Department of Revenue.
- **General Accounting:** Oversees the accounting activities of the Commonwealth, provides guidance to departments on accurate account management of the state accounting system, and is responsible for collection of delinquent non-tax debt.
- **Payroll:** Responsible for ensuring that the Commonwealth's payroll system (HR/CMS) pays all employees and contracted employees on time, accurately and efficiently.

- **Federal Grant & Cost Allocation:** Oversees the federal grant and cost allocation activities of Commonwealth agencies. Includes two units, the Federal Grant Unit and the Cost Allocation Unit, responsible for a wide variety of financial operational activities.
- **Enterprise Systems Service:** Provides information technology services that support both the day-to-day operational business and the future direction of the Office of the Comptroller. These services include management of the Comptroller's intranet/internet sites, enterprise-wide applications, development of enhancements, strategic project planning and coordination for other applications interfacing with the state financial system.

ACHIEVEMENTS

- The Comptroller aggressively pursues non-tax revenue collections. In fiscal year 2012, the non-tax collection campaign collected \$16.5 million in overdue payments that otherwise would not have been collected. We are on track to

exceed this amount in FY13. Of this amount, \$10.9 million was collected by offsetting (intercepting) delinquent debts from scheduled payments or tax refunds. An additional \$5.6 million was collected through outsourcing debt over 120 days old to private debt collection firms.

- Prior to 2006, the Commonwealth realized no significant discount when paying vendors promptly. The Comptroller's Office led a multi-year effort to automate and formalize prompt pay discount terms, as well as work with departments to improve business processes to make prompt payments and achieve discounts. \$6.9 million in prompt payment discounts were realized in the last fiscal year. \$31.5 million have been realized since project inception. At the close of FY11, only 50% of the Commonwealth's vendors received payments electronically. Through a joint campaign with the Office of the Treasurer targeting vendors with multiple payments, now 82% of business vendors and 92% of payments are made

electronically and related remittance information is now downloaded rather than mailed. This campaign has significantly reduced printing and mailing costs, reduces lost or stolen checks, and vendors receive funds in their bank accounts quickly.

- The Quality Assurance Unit (QAB) reviews financial transactions and other documentation to ensure that departments comply with Comptroller policies, regulations, and state finance law. This verification allows the Comptroller to delegate many financial responsibilities to department personnel, increasing the efficiency of Commonwealth activities and programs. Through education, improved department internal controls and QA reviews, compliance continues to improve.
- Working with the Personnel Administrator and Commonwealth Information Officer (CIO), this joint team has converted almost 20,000 employees

to the self-service time and attendance (SSTA) system across 75 departments, eliminating duplicate recording and data entry of these transactions, as well as the transportation and storage of paper-based records while increasing payroll accuracy. Soon SSTA system will be available to all departments, providing more accurate reporting and payroll processing efficiencies across the Commonwealth.

- An ongoing effort to attain paperless payroll has succeeded with more than 96% of employees paid through direct deposit. 50% now use an internet tool (PayInfo) to access their remittance advice whenever needed, with up to 40 pay periods of history.
- Increasingly, departments are dependent on automated systems to complete their financial work. The Comptroller's Office assures that its systems are available on a consistent basis and that agency staff have the skills to use enterprise financial applications efficiently and effectively.

- In FY12, Comptroller staff trained more than 1,500 fiscal staff and delivered more than 350 training classes. In addition, nearly 8,000 helpdesk calls were handled with 94% closed within a day.
- Ensured federal grants receipts were drawn as early as possible without incurring interest liabilities by working with departments to accurately set-up federal grant awards on the state accounting system and centrally draw funds based on department records.
- Improved the Comptroller's method of communicating to departments when federal grant drawdown requests failed, increasing the efficiency of the federal grant drawdown process and reducing staff time spent on failed draws.
- Improved the development and negotiation of overhead recovery rates with the federal government, thereby ensuring that the Commonwealth recovers the costs of administering federal grants and trusts in a timely way.

In FY13, the Office reduced its reliance on outside contractors and brought the creation of indirect cost rate proposals in-house, thereby reducing the Commonwealth's expenses.

- Prepared and issued the Commonwealth's two annual financial reports – the Statutory Basis Financial Report (SBFR) and GAAP-based Comprehensive Annual Financial Report (CAFR) – meeting statutory deadlines with an unqualified audit opinion that meets the highest standards. For the past 22 years, the Comptroller earned the prestigious Government Financial Officers' Association "Certificate of Achievement for Excellence in Financial Reporting" since 1990.
- Consistently provided timely and accurate financial information to the Executive and Legislative branches and non-governmental groups, as well as information used in the Commonwealth bond issuance documents and annual bond disclosure filings.

- Reconciled cash between the Commonwealth's bank accounts and accounting system in a timely manner. In conjunction with the State Treasurer and the Comptroller's Enterprise Systems Service unit, brought the Commonwealth's cash management system onto the state accounting system, thereby improving the cash reconciliation process between the Treasurer's Office and the Comptroller's Office.
- Each year departments enter more than 5 million payment lines that result in 1.6 million payments. The Comptroller engages a contractor to combat duplicate or over payments. The contractor examines vendors' aged receivables for credits due to the Commonwealth. The recoveries average more than \$1,000 and affect less than .04% of the payment request lines but have returned over \$2.8 million dollars to the Commonwealth over the past three years.

CHALLENGES

- As government budgets are squeezed, back office and administrative functions see reductions in staff and resources. There are challenges across the Commonwealth to ensure financial controls are maintained and continually reviewed and updated to prevent errors or fraud.
- As more of the Commonwealth business is performed online and computer hackers become more sophisticated. Preventing fraud and identity theft is an increasing responsibility that requires continual monitoring and resources to keep up with social engineering and online assaults.
- While the quality and recognition of the need for department internal controls has improved in many departments, full compliance with at least an annual review and update of internal control plans continues to be a challenge.
- As resources continue to decline, it becomes increasingly difficult to ensure changes to the tax code are understood and accurately analyzed, updated and implemented in the financial systems.
- Enterprise systems contain confidential and sensitive data that must be accessible for state business while also being protected from unauthorized use. The Office monitors security access across enterprise systems to maximize segregation of duties but still allow departments to manage efficiently. Budget and staff reductions can result in consolidation of work that potentially increases risks to financial operations, segregation of duties and protection of sensitive data.
- Major information technology initiatives in other departments require significant support from the Office's resources that manage ongoing business and system operations, resulting in competing demands for time by these initiatives.
- Changes to other enterprise systems affect Office operations in a variety of areas from training materials and scope of help desk calls to system scheduling and business processes. It remains difficult to monitor and coordinate multiple initiatives across these integrated systems.
- With federal government budget reductions likely, federal approval turnaround times may increase for the Commonwealth's statewide cost allocation plans and fringe benefit and indirect cost rate proposals. Therefore, in order for the Commonwealth to have its Statewide Cost Allocation Plan and fringe benefit and indirect cost rate proposals approved prior to the start of each fiscal year, it will be important for the state to submit its proposals to the federal government even earlier than the prior fiscal year, and carefully monitor timely response.
- To maximize Commonwealth revenues, the Office is engaged in a project to further increase the amount of delinquent debt that the

Commonwealth collects through its vendor payment/tax refund intercept program and debt collector outsourcing programs. Departments not traditionally participating in these programs struggle to participate and need to be provided with the necessary training and technical support needed in order to increase delinquent debt collections.

- Over the next several years, there will be changes to state financial reporting requirements imposed by the Governmental Accounting Standards Board (GASB), particularly in accounting for pensions, but also in other areas like other post-employment benefits (OPEB). Since the new rules will require the collection of additional information and changes to the structure and presentation of the financial reports, it will be important for the Office to analyze the impact of the new rules on the financial reporting process and plan well in advance for their implementation. It is unclear what impact these changes will have to the

reporting process and independent auditor costs.

Agency Highlights

PROMPT PAY DISCOUNT

Departments negotiating new contracts should take advantage of the Massachusetts Management Accounting & Reporting System (MMARS) feature that automatically calculates prompt pay discounts. This valuable cost-saving enhancement stores the vendor's discount terms. This feature provides departments the means to monitor their bill-paying practices and take full advantage of discount opportunities.

OPEN CHECKBOOK

The Commonwealth is committed to providing citizens with open and transparent government. The Legislature passed and the Governor signed into law new transparency and accountability reforms as part of the FY 2011 Budget. Open Checkbook provides the public with easily accessible and understandable information to state government spending. From the Open Checkbook website, individuals can search details of state spending, see payroll and pension information, identify vendor payments, and explore tax credits.

STRATEGIC GOALS

SUPPORTING THE COMMONWEALTH

In support of the Commonwealth's goals, the Comptroller's efforts are carefully coordinated with A&F and its goals of Better Finance, Better Health Care, Better Performance and Better Government, as well as the efforts and goals of the State Treasurer. Coordinating our operations and initiatives in partnership with these central service agencies ensure an efficient and effective organization that presents one face of government to agencies and the public.

GOALS

The following details the Comptroller's four strategic goals, action steps and performance measures:

Innovation

Proactively increase efficiency and accountability.

The Commonwealth, through the effort of thousands of employees working in the finance area, issues over two million payments annually. Frequently, efforts to ensure efficiency and high levels of

accountability are at odds and it becomes a difficult balance to develop and maintain. Advances in technology change this paradigm, promoting higher levels of accountability and efficiency. While meeting our current responsibilities, we must commit to working with the 50 states and the private sector in developing a community of interest, sharing best practices in understanding, selecting and implementing both technology and business changes to make the Commonwealth more efficient and accountable. This innovation includes both analytical and process tools. The Commonwealth should be seen as a recognized leader in using and promoting best practices across all levels of government.

Enhance Internal Controls and Fraud Prevention

Develop and support high levels of fiscal accountability and prevent and/or detect fraud, waste and abuse.

Nothing can provide complete assurance that fraud will be prevented, but attention and focus can reduce the likelihood of fraud occurring and significantly increase

the likelihood of early detection when it does occur. There is a concept of a fraud triangle that suggests individuals, frequently employees of the organization, will commit fraud when three factors combine to lead an employee to commit fraud: pressure, opportunity, and rationalization.

Outside the organization, we worry about organized criminals looking to defraud the Commonwealth ever more frequently through attacking our technology from remote locations in the United States and around the world.

In a large decentralized environment, no one entity can be responsible for fraud deterrence. It must be an entity-wide effort reaching all employees. Through a multi-disciplined communication and education campaign, we continue to promote deterrence and detection. Through education and oversight, we can promote both preventive and detective controls to reduce the likelihood of a fraud being successful. This includes promoting controls at the department level as well as at the entity level.

Transparency

Build trust in state government by improving transparency, accountability and responsiveness.

Frequently, citizens see their government as unfriendly, unresponsive and difficult to understand. Citizens read about the size of government and aggregate size of the annual budget but are unable to translate those expenditures into what goods or services it provides. This office works with other lead agencies, like A&F and the State Treasury, to make more information available to the public.

The Commonwealth has for a long time provided information in response to public information requests and produced a variety of reports, including the audited financial statements. In phase one of the initiative, the three agencies worked to put the Commonwealth checkbook (payroll and vendor payments) on-line.

Future initiatives will recognize that external consumers of government information require more than this type of payment data. In addition, the users have a variety of reasons for seeking information on Commonwealth activities

and finances and the information supplied must be varied in content and complexity to meet varying interests and level of sophistication of the users.

Sound Financial Management

Promote efficiency to ensure uncompromised integrity of financial operations and management of resources in a fiscally sustainable manner.

The first goal, Innovation, focused on looking to the future and adapting new business practices enabled by evolving technologies. This goal focuses on what we are doing today.

The Commonwealth financial operations are decentralized with the procuring of services, processing of vendor and citizen payments, processing of payroll, and collections of fees, fines and assessments occurring in over 150 departments across the Commonwealth. The Comptroller oversees these financial processes providing leadership, guidance and oversight.

Through training collaborations and oversight, we seek to make the processes more efficient, effective and accountable.

We do this through structured business process analysis and formal risk assessment. We continue to only pre-audit high risk transactions. Other activity is delegated to line departments {program agencies}, seeing that they understand the responsibility and then monitoring the financial operations through both internal audits and analytic tools.

We do improve accountability by forming a partnership with department fiscal officers. As part of this partnership, not only do we hold departments accountable for their performance, we strive to provide the necessary training and tools to be successful and empower these departments to hold the Office of the Comptroller accountable to them.

ACTIONS

To deliver our goals, the Office of the Comptroller will take the following actions:

GOALS	ACTIONS
Innovation Proactively increase efficiency and accountability	Implement best practices in government through regular interaction with counterparts in other states, national professional development organizations and private sector thought leaders and innovators
	Leverage technology in an innovative matter via: <ul style="list-style-type: none"> • Expanding usage of Self Service Time and Attendance system (SSTA) • Improving grants management system to draw funds more efficiently • Performance/program budgeting of financial management systems • Track intercepts/expand accounts receivables (AR) to additional departments, municipalities and public entities via CTR's financial management system • Partner with Operational Services Division (OSD) to develop and implement e-procurement system(s)
	Track Electronic Funds Transfer (EFT) compliance of payments, dollar amount and number of transfers via EFT's and paper checks
	Provide and promote thought leadership among national and international peers
Enhance Internal Controls and Fraud Prevention Develop and support high levels of fiscal accountability and to prevent and/or detect fraud, waste and abuse.	Provide and track entity wide and targeted training to departments of internal controls and fraud prevention
	Utilize quality assurance analytical tools and reviews
	Review user security profiles, ensure segregation of duties in the payroll and financial management system
	Monitor department compliance with the Payment Card Industry (PCI) security standards for departments accepting credit cards as a form of payment
Transparency Build trust in state government by improving transparency, accountability and responsiveness	Promote transparency by making financial information regarding spending and revenue accessible to state government, state agencies and stakeholders
	Enhance Open Checkbook functionality
	Develop and present Commonwealth financial information in a presentation that is easier and use on the Commonwealth website

GOALS	ACTIONS
Sound Financial Management Promote efficiency to ensure uncompromised integrity of financial operations and management of resources in a fiscally sustainable manner.	Continually refresh policies to reflect best practices
	Transform relationships from being seen as an auditor to being seen as a respected partner in sound financial management
	Along with A&F, be proactive in promoting policy and law that improves the financial infrastructure of the Commonwealth
	Achieve lasting savings through better management of accounts payable, payroll management, time and attendance systems, increasing online transaction and reducing paper documentation outside of the systems
	Increase the utilization of Prompt Pay Discounts (PPD)
	Enhance revenue collections through increased utilization of the intercept program to offset delinquent debts against payments
	Increase the number of vendors and vendor payments issued through paperless means

OUTCOME MEASURES

CTR will utilize the high-level outcome measures presented in the table below to assess success in achieving our strategic goals.

GOAL	MEASURE NAME	DEFINITION/NOTE	DATA SOURCE	FREQ.
Innovation Proactively increase efficiency and accountability	# of CTR's professional membership affiliations	The CTR maintains regular interaction with counterparts in other states, national professional development organizations and private sector thought leaders and innovators to keep abreast of industry trends	Status Report	Annual (A)
	Project Status: Schedule, Release Dates, Budget, Etc.	The CTR will partner with the Human Resources Division and Information Technology Division to expand use of accounting and payroll modification for SSTA and labor distribution for improved accuracy and efficiency in time reporting	Status Report	Project
	Project Status: schedule, release dates, budget, etc.	Grants Management-Improve system to draw funds more efficiently	Status Report	Project
	Project Status: schedule, release dates, budget, etc.	The CTR will enhance financial management system capabilities to track program and performance budgeting	Status Report	Project
	Project Status: schedule, release dates, budget, etc.	Track and expand A/R and intercepts to additional departments. The CTR will make available to municipalities and quasi-public entities.	Status Report	Project
	# of payment intercepts for money due the Commonwealth	Goal is to increase value of intercepts of A/R and track value of intercept and trend data	Financial Management System	Quarterly (Q)
	Project Status: schedule, release dates, budget, etc.	The CTR will partner with the Operational Services Division to develop and implement e-procurement.	Status Report	3 phases over 3 years
	# of payee payments issued through EFT/% of payment dollars and counts for EFT and check	Expand use of electronic payments made daily from the Commonwealth's accounting system. This measurement shows progress, trends by % of payment dollars and counts for EFT and check	Financial Management System	Q

GOAL	MEASURE NAME	DEFINITION/NOTE	DATA SOURCE	FREQ.
	# of contract vendors paid via Electronic Funds Transfer (EFT)	EFT is the expected form of payment for all contract vendors. This measurement tracks compliance though percentage of payments and percentage of dollars and counts for EFT and check.	Financial Management System	Q
	# of employees on direct deposit and paperless paychecks	New employees are mandated to be paid via EFT and strongly encouraged to suppress the printing of their payroll advice which is securely available on-line.	Payroll System	Q
	# of payroll vendors paid through EFT/ % of payments, dollars and counts for EFT and check	EFT is the expected form of payment for all payroll vendors. This measurement tracks compliance through percentage of payments, dollars and counts for EFT and check.	Payroll System	Q

GOAL	MEASURE NAME	DEFINITION/NOTE	DATA SOURCE	FREQ.
Enhance Internal Controls and Fraud Prevention Develop and support high levels of fiscal accountability and prevent and/or detect fraud, waste and abuse.	# of training classes, fraud classes and internal controls classes offered, evaluation results	Track overall number of classes given, employees trained and evaluation results.	Learning Management System	Q
	# of department desk and site reviews	The Quality Assurance Bureau continually reviews and assesses compliance with fiscal regulations, policies and procedures of the Commonwealth. This measurement provides a summary of reviews in their current state: scheduled, initiated, open, in process, or closed.	Special report	Q
	Internal Control Questionnaire statistics	Track results of annual ICQ survey issued annually to departments that are tabulated with follow-up on irregular responses as well as verification/validation of specific responses either directly or through operational CTR bureau.	PartnerNet	A
	# of timely audit closures	The Quality Assurance Bureau provides support to the Annual State Audit as the liaison to the departments. Tracked measurements include requests made, interim status, responses, and prior year finding follow-up.	Special report	Q
	# of security profiles reviewed	Track departments with completed security profiles, segregation of duties	Status Report	Semi-annual

GOAL	MEASURE NAME	DEFINITION/NOTE	DATA SOURCE	FREQ.
Transparency Build trust in state government by improving transparency, accountability and responsiveness	% of reports issued to Legislature/Executive Office of A&F/etc.	Types of reports, type of data, volume of reports	Reports Log	Varied
	# of interim financial statements for budgetary funds	By period 1-12; reports issued within two weeks of close of accounting month	Special report	A
	% of reconciled payroll data	Summary of payroll data reconciled and issued on schedule	Special report	Q
	# of public information requests received, processed, responded to, pending	For financial inquiries not answered by the Open Checkbook, quarterly summary of number and time to respond	Public records log/Activity Chart	Q
	# of CTR website changes/improvements	Summary based upon changing needs/customer feedback	Google Analytics	A
	# of CTR website visits	Visits, new/unique visitors, quality rating. Page views, session time, traffic matrix	Google Analytics	A

GOAL	MEASURE NAME	DEFINITION/NOTE	DATA SOURCE	FREQ.
Sound Financial Management Promote efficiency to ensure uncompromised integrity of financial operations and management of resources in a fiscally sustainable manner	# of new/closed/consolidated state agencies/departments successfully transitioned	When legislation is enacted that requires (a) the establishment of a new Department or (b) closing of an obsolete department or the transfer of a department or certain functions to another department, CTR coordinates all necessary fiscal actions with all relevant oversight departments participating as necessary	Special report	A
	# of job aids reviewed based upon schedule/cycle	Review and updates of procedures and job aids	Special report	Q
	% of new CFO's participating, % of state budget CFO responsible for	CTR introduction meeting for new agency CFO's	Special report	A
	# of help desk assistance contacts to state agencies, staff and vendors	Calls received, closed same day, next day, over 3 days. Timeliness of telephone calls	Track IT	Q
	% of cash reconciliations achieved by deadline	The goal is to reconcile 15 days after close of previous months accounting period; percentage achieved, reasons missed	Cash Reconciliation	Q
	#of rejected draw-downs/ # of aging rejections	Efficiency of grants management draw down	Status Report	Q

GOAL	MEASURE NAME	DEFINITION/NOTE	DATA SOURCE	FREQ.
	% of federal cash draw down on a timely basis	Days between disbursement and cash received; compared to target	Status Report	Q
	% of department transactions processed by CTR within 5 business days	For department transactions pre-audited by Comptroller, the percent of transactions reviewed and processed or rejected within 5 business days	Financial Management System	Q
	# of fund statements prepared and issued	Prepare and issue quarterly statements during July, September and December months within three weeks after each quarter closes	Status Report	A
	Issuance of unqualified opinions in Statutory Basis Financial Report (SBFR)	Issued by statutory deadline of October 31st	Status Report	A
	Issuance of unqualified opinions Comprehensive Annual Financial Report (CAFR)	Issued by statutory deadline of December 31st	Status Report	A
	Receipt of Government Financial Officers Association (GFAO) certificate for prior year CAFR report	Issued by statutory deadline of December 31st	Status Report	A
	% of bond schedules prepared on-time	Prepared along with official bond documents and debt schedule	Finance Calendar	Bi-monthly
	# of findings for CTR office resolved within two years of Annual Statewide Audit	Manage and ensure completed on time	Status Report	A

GOAL	MEASURE NAME	DEFINITION/NOTE	DATA SOURCE	FREQ.
	% of reports filed on-time and reconciled to financial systems.	Procurement & Tax Unit Tax Reporting: quarterly report of all quarterly and annual tax filings with the Internal Revenue Service, Department of Revenue and Unemployment Division	Status Report	Q
	% of enterprise system availability	Timeframe promised that system is available and hours delivered	Financial Management System	Q
	% of discounts taken, dollar value of discounts	Prompt Payment Discounts (PPD) are offered by vendors in exchange for meeting early payment issuance, this can be in addition to contract terms like volume discounts. This measurement confirms that departments availed themselves of all discounts offered which is directly returned to their budgets	Financial Management System	Q
	# and dollar amount of early payments without PPD terms and late terms, if any	Timely bill paying without PPD-Generally payments should be made in 45 days when a Prompt Payment Discount is not offered by a vendor. This measures payments made early without PPD terms and late payments, if any	Financial Management System	Q